



# ***The Gremlin***

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**The Cadet Program  
Aiming Higher To Equip The Next Generation**

# News From North Hennepin Squadron

From the North Hennepin Squadron Newsletter



## Awards

Cadet Sergeant Mark Baab received the Wright Brothers Award from Group 3 Commander Major Joe Volding.

Cadet 1st Lieutenant Amy Her received the Gen Billy Mitchell Award from Major Volding.



## Promotions

Mark Pomerleau to Cadet Major.

Patrick Anderson to Cadet Senior Master Sergeant.

## Recognitions

Cadet Airman Mitchell Arnett received the Community Service Award for volunteering as an altar server for the Church of St. Vincent De Paul.

Several cadets were recognized for their efforts when assisting at the Wright Flyer Exhibit held at the Mall of America in August/September.

Certificates of Recognition were also provided to the following Squadron members who served at the Minnesota State Fair: Seniors members' were 1st Lt. Rahn Workuff, 1st Lt Gary Novitsky, 2nd Lt. Dave Hobson, and 1st Lt. Janelle Gates. Cadets recognized who served included Aaron and Chris Novitsky, Stepanek, Kristian, Arnett, Franz, Lundeen, and Stark.



C/Amn Josh Arnett

## North Hennepin Color Guard Participates in 911 Commemorative

The North Hennepin Color Guard made a significant contribution to the annual 911 commemorative event held at Fridley High School on September 11th. Lt. Janelle Gates, supported by Lt. Gary Novitsky and Lt. Sue Vinge along with the Color Guard braved soaking rain for the hour long ceremony. The event was highlighted by the Colors hoisted by a fire truck silhouetted by two upward focused spotlights symbolizing the Twin Towers.

Major Briddell, U.S. Army Ranger, gave the keynote speech. He is currently an adjunct professor of military history at the University of Minnesota and served in the first Gulf War and Afghanistan. He noted that great progress has been made in the war on terror, both on the home front and on the battlegrounds overseas.

# North Hennepin Squadron Participates in the Osceola Air Show

The North Hennepin Squadron, represented by Lt. Gary Novitsky and Lt. Janelle Gates with several cadets provided security at the Osceola, Wisconsin, Air Show on September 6th. A contingent of senior members and cadets from the Lake Elmo Squadron also participated in this event.



## Commentary: Top 10 suggestions on how not to lead

By Lt. Col. Galen Kirchmeier

*852nd Munitions Support Squadron Commander, USAF*

**BUECHEL AIR BASE, Germany (USAFENS)** -- Excited about heading out to Officer's Training School and his new role as an officer candidate, a young sergeant recently asked me, "How do I choose the right leadership style?"

The answer seemed obvious, "Just pick a style that fits your personality." Struggling to put this in practical terms, we started discussing former bosses and their leadership quirks. You know, those moments when you think to yourself, "When I'm in charge, I'll never ..."

1. Shoot from the hip: You've seen the leader who's calm on the outside but when faced with a difficult situation, explodes and makes rash decisions before engaging their brain. Don't let initial emotions rule your decisions. Learn to control them.

2. Lead by e-mail: Face-to-face is the best form of communication. Don't get stuck behind your computer. Be visible. View the issues and problems first hand. Also, never send an e-mail in anger ... the backlash can be brutal.

3. Take extra advantage of perks: New positions come with certain privileges, like more office space and maybe a reserved parking spot. Remember where you came from. Don't let those perks go to your head. Taking extra privileges with an arrogant air is the fastest way to lose respect.

4. Make changes just for the sake of change: When you take over a new unit, take your time and formulate how you fit in. Don't change the program just to show there's a new boss in charge. Once you're settled, you can start making small changes to match your personality and leadership style.

5. Micromanage all the decisions: The only way to make good leaders is to allow them to lead. Don't be the type of boss where every decision has to go through the front

office. Give your people the freedom to lead, and let them make decisions, right or wrong. If they stray off course, mentor them so they have the tools to make better decisions in the future.

6. Try to please everyone: This is a tough one because most people like to be liked. Don't shape your behavior to fit in as one of the "guys." Those you lead will respect integrity and honesty even when you give bad news.

7. Always cover my "backside:" Another great way to lose respect is to isolate yourself from failure or criticism. Don't be afraid to lead from the front, make the tough decisions, and take responsibility for them. Your troops' decisions are your own because loyalty goes both directions.

8. Make untimely decisions: You almost never get all the data you need before making a decision. Analyze the information and balance whether a decision can be made immediately versus the consequences of making a wrong decision.

9. Do all the work myself: Delegate. Don't be the supervisor who doesn't trust anyone but themselves to get the job done right. Delegating trains your troops and frees you for more strategic tasks. You'll gain respect by showing your trust in their abilities.

10. Focus solely on the mission: Learn to balance people and mission because both are crucial to success. Don't forget it's the people who require a leader not the mission. When your troops are taken care of, they can focus on the mission. We have the perfect leadership-learning environment in the military. We experience new supervisors every few years.

Take advantage. Learn what works for you and fits your style. Start making your own list of traits you want to use.





# November 2004 National Executive Committee Meeting Notes:

14-15 Nov 2003, Tampa FL

## **Ratification of regulations:**

- CAPR 39-2 was approved as submitted.
- CAPR 60-3 was withdrawn for further changes based on new input from the Air Force and expected input from the MIMS Committee. A new draft, which includes the Air Force changes, was given to the Region Commanders and will be posted on the HQ CAP web page for comment. The MIMS Committee meets 5-7 December 2003 and a report with recommended changes is expected before 1 January 2004. The regulation will be resubmitted for ratification at the Winter National Board.
- Action on CAPR 60-5 was deferred due to time considerations.

## **FY06-FY10 Program Objective Memorandum:**

The POM reflects CAP's planned funding requests from appropriated (Air Force) funds for the next five years.

Significant items include:

- Aircraft procurement: 20 new Cessna 182 (or equivalent) aircraft per year.
- 26,000 flight hours for SAR/DR training.
- 11,000 flight hours for actual SAR/DR missions.
- 15,000 flight hours for Counterdrug (combined training and actual).
- 30,000 flight hours for HLS (combined training and actual).
- 50,000 flight hours annually for "Other B and C missions".
- 50 "Wing Administrators" to replace the Assistant State Directors.
- Uniforms for 12,000-14,000 new cadets recruited per year.
- Purchase of a computer for each unit in the U.S. (about 1750 total).
- Purchase of 65 new vehicles per year.

Members are cautioned that these figures indicate a budget request. Actual results may be significantly different due to funding constraints.

## **Change to CAPR 62-1 Concerning FAA Pilot Proficiency Program:**

Action on this item was deferred to the Winter National Board. The Operations Committee recommended that the current regulatory requirement for a wing supplement to CAPR 62-1 listing Pilot Proficiency Program participants was unnecessary. The committee also was of the opinion that the additional proposal regarding use of MIMS to track PPP participation did not require a regulation change to accomplish the desired result. The NEC felt that MIMS was not in a position to accept any

new requirements for the time being so the vote to amend the regulation was deferred.

## **Distinctive Patches for National Cadet Special Activities:**

The NEC voted to permit all approved National Cadet Special Activities to create a distinctive patch authorized for wear by any individuals (including staff members) who complete the special activity program. Patches must conform to design guidelines approved by the Winter 2000 National Board and be approved by the Development Committee before use.

## **Awards for National Activity Staff Members:**

The NEC enacted a simplified procedure for approval of CAP decorations for members who are being recognized for outstanding contributions to the success of National activities such as national cadet special activities or national CAP support of the Winter Olympics.

## **Chaplain Promotions:**

The NEC approved a requested change to CAPR 35-5 and CAPR 265-1 to provide that all individuals appointed chaplain would receive an initial grade of First Lieutenant.

## **Discipline of CAP Retired Members:**

This proposal authorized the NEC to terminate or demote retired members who were found to be guilty of inappropriate conduct. The proposal was referred to committee for more definition of "inappropriate conduct" and for specific recommendations on procedures to be used.

## **Finance Committee Report:**

An analysis of the FY04 Corporate budget was presented. (This money comes from member dues and other non-appropriated sources - none from the Air Force.) Significant items include:

- Loss of \$83K in dues revenue from changes in AFROTC relationship.
- Must spend \$60K for salaries which were previously paid by AF appropriated funds.
- Requirement for \$100K to comply with environmental laws at Hawk Mountain.
- CAPMart revenue projection is at risk due to slow recovery of sales to membership.
- Change publication frequency of CAP News to bi-monthly. Saves \$144K annually.
- Reduce DDR "outreach" membership dues subsidies from 835 cadets to 555 cadets.

- Reduce number of Region chaplain colleges from 8 to 4 per year. Save \$16.5K annually.
- Reduce CAP spending to develop advanced technologies capability. Save \$22K.
- Defer purchase of new CAP recruiting exhibits. Save \$35K.

Increase dues for new senior members \$5 to cover initial senior member packet.

The recommended changes above were approved by the NEC to balance the FY04 budget.

A salary COLA for headquarters personnel of 3.0% was approved. This was lower than private sector range of 3.5%-4.0% (per US Department of Labor) and below the military COLA of 4.1%.

#### **Development Committee Report:**

Draft revisions to CAPM 39-1 updating Chapter 4 (CAP distinctive uniforms) was presented to the NEC for information. These changes will be posted on the National web site for comment and action is expected at the winter national board meeting.

#### **Operations Committee:**

- Col. Greenhut briefed the results of his investigations into the procurement of a light twin-engine aircraft for CAP intended to be used for overwater flights in support missions for the Coast Guard and others. Four aircraft were reviewed. The recommended choice was the Vulcanair P68, made by an Italian company from mostly US parts. It has twin IO-360 engines, a fixed gear, and more than 10 hours endurance with IFR reserves. Cost is about \$150/hour.
- A revised and updated National Check Pilot School is being prepared, intended to refresh check pilot skills, update piloting requirements, and emphasize the need to enforce piloting standards to ensure safety of the CAP pilot population. The first edition of the new course will be held in Orlando, FL the first weekend in May 2004.
- The NEC approved a Committee requested a change to CAPR 77-1 requiring that all CAP corporate owned vehicles (COV) will be equipped with the following safety equipment after 1 January 2004: (1) first aid kit, (2) fire extinguisher, and (3) tire pressure gage appropriate to the vehicle.
- The NEC also accepted the Committee recommendation that all COV's purchased after 1 January 2004 will be delivered equipped with the above items plus (1) flashlight, (2) highway flares (3) booster cables, (4) safety hazard triangles, (4) and a rear window backup viewing prism for 12 passenger and larger vans. The Ops Committee further recommends that all COV's purchased after 1 January 2004 be marked on the roof with the last three digits of the vehicle identity number within 30 days after receipt from the dealer. The numbers will be of a size proportional to the size of the vehicle roof and placed with the top of the number toward the front of the vehicle. White vehicles will be marked in black numerals. Other vehicles will be

marked with identity numbers of a color contrasting with the roof. The Committee also recommended that all COV's, regardless of age, be so marked by 1 January 2006.

These latter recommendations were referred to the HQ Staff for an implementation plan and funding analysis.

#### **Cadet Programs Committee:**

The Committee proposed a new procedure for reporting cadet orientation rides designed to reduce reporting errors and to speed reimbursement to the wings.

The concept would require only an informal worksheet at the airport during the flights. Data required includes CAPID of the cadet, the "N" number of the aircraft (and type aircraft and name of owner if not CAP owned), the syllabus flown, time, and fuel cost (less information than is needed today.) The pilot or flight release officer would enter the national computer via the internet to transfer the data, with the computer executing various quality checks as the data is entered.

The resulting information would be organized into a request for reimbursement and e-mailed to the Wing Commander or wing project officer for certification. When certified, the data would be posted to the cadet's record and an electronic funds transfer would reimburse the wing. Elapsed time for the whole process is expected to be less than three days.

Implementation of the proposal has already begun with a completion estimate of April 2004.

#### **CAP-USAF Update:**

- The Air Force has recently published a policy document dealing with Homeland Security which will dramatically change the way CAP prosecutes homeland security and disaster relief missions. The revised CAPR 60-3 provides that "civil support missions conducted as the USAF Auxiliary, including support provided to DOD and other federal agencies...will be tasked and executed IAW current DOD instructions and directives, AFI's, and CAP-USAF instructions. Completely new procedures are provided in the regulation for authorizing disaster relief and HLS missions with the NOC becoming the point of contact for CAP.
- All wing supplements, operating instructions, and waivers will require prior CAP-USAF approval. Additionally, wings will be required to submit a fairly detailed training plan annually in July for the coming fiscal year. The good news is that there are also reduced task requirements for qualification coming (but these were not briefed.)
- Present state MOU's and Mission Code B-14 will become obsolete as the new disaster relief procedures come on line. Current state MOU's will remain in effect for the agreed term but will not be renewed as USAF missions. However, MOU's may be appropriate for states that require them and for missions prosecuted on a local/wing level as CAP

Corporate missions, which do not receive Air Force funding. These State/Corporate MOU's will not require Air Force approval, but will have to be cleared by HQ CAP/GC.

- The Air Force is still considering whether glider flights should be considered as an Air Force authorized mission or as a corporate mission. The decision affects availability of FECA/FETA insurance coverage for glider operations. The NEC's position was that since the Air Force has approved glider operations as part of its approval of CAPR 60-1 and also reimburses CAP for expenses incurred during cadet orientation flights in gliders, it has given de facto approval for the CAP to fly gliders as an Air Force authorized mission.

### **Safety:**

Accidents during FY03 cost CAP more than \$690,000. Aircraft landing accidents led the list, with aircraft ground handling and taxi operations also high on the list. Backing up (particularly the long vans) and failure to yield were significant causes of vehicle accidents. 77% of the bodily injury accidents happened to cadets, emphasizing the need for better supervision of cadet activities.

### **Operations:**

- 17 SATCOM systems have been ordered, two per region. Four have been installed in aircraft so far. The NEC approved purchase of 8 additional installation kits for the SATCOM system (but no electronics) so that the equipment could be relocated to another aircraft when the primary aircraft was out of service for maintenance.
- A prototype Hyperspectral Imaging System for CAP is being manufactured in cooperation with NOVASOL and is under development. CAP will be the first to utilize airborne HSI for SAR, DR, CD, and HLS applications. The first unit is scheduled for operational testing by 28 Feb 04 with delivery of 15 complete systems within 270 days after first article approval. Installation is planned for the new GA-8 aircraft. The NEC voted to procure 9 additional GA-8 aircraft so that each Region would have two aircraft with the new sensors. The equipment is compatible with the SATCOM system but is too large for a C-182.
- CAP also has an additional 27 C-182 aircraft on order, but no delivery date has been confirmed.
- A draft for SAR/DR training funds was presented based on current Mission Pilot/Mission Observer statistics. Wing Commanders must verify these head counts before the funds will be released.
- In FY 2003, only 25% of the CAP cadets received orientation rides. For FY04, \$583K has been approved for cadet orientation. This number is slightly lower than the figures for FY03. Headquarters will release shortly the region allocations. Region Commanders will determine wing allocations.
- End-of-year money from the Air Force permitted purchase of \$891.5K worth of new radios for

emergency services use. These included 322 VHF/FM portables and 3183 UHF Intra squad radios for use by ground teams. They will be distributed before 31 December in accordance with the logistics Table of Allowance. Approximately 19% of the TA will be satisfied. These radios MUST be delivered to the field units and entered into the CATS system for accountability.

### **HQ CAP Update:**

?The NEC discussed contracting \$500K of additional NASCAR advertising with Lewis Motorsports. Four races would be sponsored. The NEC took no final action, but staff was directed to recommend an overall corporate advertising strategy with an analysis of various alternative approaches – only one of which would be NASCAR.

? The week of 4-11 Jul 04 will be National Cadet Week. The Chief of Staff of the Air Force will send a letter to all base commanders announcing the event and suggesting that they contact local wings and units to coordinate recognition activities.

? A new design for CAP membership cards was discussed with several proposals for photographic cards presented. The NEC voted to proceed with a design similar in appearance to the Air Force ID card, but without the "smart" chip and magnetic stripe. The card would have a member's photograph and bar code. Samples will be produced and circulated before final approval of the design.

## **NEW BUSINESS**

### **Aircrew Decorations:**

A proposal to create an award intended to recognize airmanship (such as a CAP equivalent to the Distinguished Flying Cross or Air Medal) was offered to the NEC. The concept was referred to Committee and the National staff for development.

### **USAF Recruiting Service Relationship:**

A proposal to develop ways to increase recruitment of CAP cadets into the Air Force (versus other military services) was brought before the NEC. No action was taken.